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ABSTRACT

Although much attention has been focused on women moving into work roles traditionally held by men, men who work in a profession or occupation with a high proportion of women essentially have been overlooked. Questionnaires were completed by 61 male alumni from a school of nursing in a study which attempted to: (1) describe demographic characteristics of respondents; (2) develop reliable measures to test the hypothesis that men pursuing nontraditional careers find relational aspects of their work more important than financial, power, or prestige aspects; (3) compare responses from career and job instructional sets; (4) determine what demographic variables relate to men in nontraditional employment; and (5) identify, through open-ended questions, reasons that men work in nontraditional careers. The measures were determined to have adequate internal reliability using Chronbach's alpha. A factor analysis supported that the combined scales contained in the measure were responding to two distinct concepts. There was support for the hypothesis that men in the nontraditional role of nursing found the relational aspects of their job more important than the money, power, or prestige. There was little difference between the respondents' view of their career and their specific job. No patterns emerged from the analysis of the demographic data. Responses to the open-ended questions indicated that men in nursing liked relating to patients and peers yet had concerns regarding job security and job satisfaction. (Four pages of references and nine data tables are included.) (Author/NB)

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The Comparative Importance of Relationship Oriented vs. Nonrelationship Oriented Factors for Men in the Nontraditional Employment of Nursing

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Running Head: COMPARATIVE IMPORTANCE

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Abstract

During the last decade there has been a noticeable increase of interest in the area of flexible gender roles as they relate to work in the home as well as work outside the home. A vast majority of this attention has been focused on women moving into work roles traditionally held by men while the man who works in a profession or occupation with a high proportion of women essentially has been overlooked.

This study, using a questionnaire format, contacted one hundred thirty three male alumni from a school of nursing in Southern California. Sixty-one of the men returned the questionnaire for a response rate of 46%.

There were five goals of the research project. First, the demographic characteristics of the respondents were described. Second, reliable measures were developed and used to test the overall hypothesis that men who pursue nontraditional careers find the relational aspects of their work more important than the financial, power, or prestige components of their job. Third, responses from career and job instructional sets were compared. Fourth, the study attempted to determine what demographic variables relate to men in nontraditional employment, and fifth, the study attempted to identify by the use of open ended questions

a range of reasons that men work in the nontraditional career they have chosen.

The measures were determined to have adequate internal reliability using Chronbach's alpha. A factor analysis supported that the combined scales contained in the measure were responding to two distinct concepts. There was support for the hypothesis that men in the nontraditional role of nursing found the relational aspects of their job more important than the money, power, or prestige ($t(55)=7.83$, $p<.01$). There was little difference between the respondents view of their career and their specific job. No patterns emerged from the analysis of the demographic data. Responses to the open ended questions indicated that men in nursing liked relating to patients and peers yet had concerns regarding job security and job satisfaction.

THE COMPARATIVE IMPORTANCE OF RELATIONSHIP ORIENTED VS. NONRELATIONSHIP ORIENTED FACTORS FOR MEN IN THE NONTRADITIONAL EMPLOYMENT OF NURSING

During the last decade, interest in gender and its relationship to work in the home and in the labor force has increased considerably. Most of this attention has been focused on working women who are at last being recognized as major contributors to the work force as a whole (Beller, 1984). Particular interest has been shown in the women who have been making inroads into traditionally male employment settings. Yet interestingly enough, one component of increased gender mobility within society has essentially been overlooked. The man who chooses employment characterized as women's work has typically been ignored (Riemer, 1982). Many research reports comparing various aspects of employed men and women tend to leave out the nontraditionally employed man. According to the authors of these reports, there are not enough men in this category to support any conclusive statements about who they are or what they experience in these positions (Lyson, 1984; Fitzgerald, 1980).

Researchers have demonstrated clearly a number of reasons for women's pursuing employment in areas that have been traditionally dominated by men. The factors that appear to be desirable are power, money, freedom, increased self-esteem and a sense of

accomplishment. However, in addition to the positive effects of upward mobility for women, the negative effects have been identified in theoretical terms such as tokenism which is the effects of being among the numerical "very few" in a work situation (Kanter, 1977).

In contrast, the reasons men are pursuing careers in traditionally female occupations are less clearly understood, although a few social scientists have offered tentative answers. Their evaluative descriptions and proposed models for understanding this population come in forms that have both positive and negative tones. Etzkowitz (1971) suggested many men in nontraditional roles experience role conflict. This conflict occurs when men experience pressure from social norms and peers to behave in a traditional masculine manner that dictates a stoic disposition and the pursuit of power, control, and wealth while at the same time, they are desiring to expand their emotionally expressive nature.

On the other hand, men in nontraditional employment and roles can be viewed from a perspective that suggests positive effects of occupational sex de-segregation. Bem's (1974) research on androgyny opened the door for persons who enjoy both traditionally feminine and masculine activities to be viewed as more psychologically adaptive to life's stressors. According to Bem,

in an androgynous world, men should be able to occupy nontraditional roles without being viewed negatively. Rather, their nontraditional choices could be viewed as simply expanding masculinity, opening up more alternatives for the male role (Wong, Davey, and Conroe, 1976). Lipman-Blumen (1976) also suggested men will continue to give up traditional, ceremonial male roles in exchange for a more versatile, more human, more family-oriented approach to life.

Among the studies that attempted to investigate men's experiences in the career of nursing, a few focused on why men chose nursing as a career. They were somewhat inconclusive though a few brief interviews and surveys have suggested some possible explanations. Bush (1976) interviewed a small sample of graduate and student male nurses, asking them why they chose nursing. Most men were interested in job security, the sciences, and expressed a desire to work in a humanistic field. Bush also found that they viewed themselves somewhat as pioneers in crossing traditional gender boundaries. Two earlier studies obtained similar results. Using a survey, Mannina (1963) determined that the primary reason men went into nursing was that they liked people and wanted to be able to help others in a positive and useful way. Williams (1973) surveyed 273 male nursing students in 13 western states and discovered that men were drawn to nursing because it provided an

opportunity to help people as well as paving the road to personal and professional mobility. However, it is readily apparent that the reasons why men choose nursing as a career have not been fully explained. Men in the nontraditional career of nursing find themselves in a unique occupational position. A number of social scientists have predicted this minority or token position will produce psychological discomfort. Yet a number of men are employed as nurses which suggests there are benefits and rewards inherent in the profession that mitigate the negative components of taken or minority status. One possible explanation that requires empirical validation is these men prefer to develop the relational aspects of their professional and personal lives.

What is lacking in the research on nontraditional men is a careful description of this population: Who is this person in nontraditional work and employment; why is he doing what he is doing; what is important to him in his career as a nurse; does he like it; how did he get there; will he stay? These and other important probing questions remain to be addressed. Literature published to date is not clear in answering the question of whether the nontraditionally employed man is in a professionally and psychologically desirable or undesirable position. Past research offers even less clarity on what this man's life experience is, has been, and will be.

The purpose of this pilot study was to begin laying the foundation for a program of research that will systematically investigate and describe men in nontraditional jobs and explore factors which influence men to work in predominately female occupations such as nursing. A second goal of the pilot study was to begin the process of designing reliable measures that would assess the comparative importance of relationship and non-relationship oriented components of nontraditional employment for men. Third, the study tested the hypothesis that men pursue careers in a nontraditional occupation, such as nursing, because they are more interested in the relationship components of work than they are in other aspects of career, such as salary, power, or prestige. Though Mannina (1963) alluded to the notion that men pursue nontraditional careers in nursing because they are interested in developing the relationship aspects of their personality in the context of their occupation, no empirical evidence exists to support the assertion. Fourth, the study looked for patterns in the demographic characteristics of men in the nontraditional career of nursing. Fifth, the study attempted to identify by use of open-ended questions a range of reasons men work in the nontraditional career of nursing, what they disliked about their experiences as nurses, what aspects of nursing were

important to them, and what their advice would be to men considering careers in nursing.

METHOD

Subjects

The data used for the pilot study were collected from a questionnaire mailed to all men who had graduated from a school of nursing in Southern California and were listed with the alumni association for the school. One hundred thirty three men were contacted.

Instrument

The questionnaire used for the pilot study was comprised of four sections. It included demographic data such as year of birth, birth order, job category, marital status salary, education, length of time in job and career, number of nursing and non-nursing jobs held, experience in nursing education, role models that influenced career choice, parental occupation and education, and whether they had been identified as special in any way during their earlier years. Section two was comprised of a set of questions that measured the importance of various aspects of the respondent's career. Subsets of questions measured the importance of six different dimensions of work: Power (PW), money (MN), prestige (PS), relationships with peers (RP), relationships with clients (RC), and relationships in general (RG). In section

three the respondent was asked to distinguish between his present job and overall career by answering the same set of questions found in section two from the perspective of his present job. The form of the questions was a Likert-type scale that asked him to rate the importance of various aspects in his career or job with scores ranging from 5 (very important) to 1 (not at all important). Section four contained open-ended questions that asked: What is most and least important about your career as a nurse? Why did you become a nurse? What are your career plans? and What is your career advice to a young man considering nursing?

Procedure

A letter introducing the study and requesting participation was sent to each potential respondent prior to the mailing of the questionnaire. One week later, the questionnaire was mailed with a cover letter explaining the study in more detail. The respondents were notified that anonymity would be assured and the results would be made available on request. An addressed stamped envelope was included for the return of the questionnaire. Two weeks following the mailing of the questionnaire packet, a combination reminder and thank you post card was sent to the potential respondents. A second reminder/thank you post card was sent four weeks following the mailing of the questionnaire. At

that time the potential respondents were notified that the completed questionnaire was due in two weeks from the post mark on the card. Sixty one (46%) of the questionnaires were returned. Four were not included in the analysis because they contained a high proportion of missing data.

Data Analysis

Demographic data were described using frequencies and descriptive statistics. The internal reliability of the six scales, power (PW), money (MN), prestige (PS), relationships with clients (RC), relationships with peers (RP), and relationships in general (RG), were determined using Cronbach's alpha. Paired t-tests were used to test the overall hypothesis. The paired t-test was also used to determine differences in responses between the career oriented and job oriented components of the questionnaire. Pearson's correlation coefficients were used to determine if any relationships existed between the demographic data and scales containing relationship and nonrelationship items. The open-ended questions were qualitatively analyzed, responses were coded, and patterns reported.

RESULTS

Description of Respondents

The 57 respondents' ages ranged from 22 to 76 years old with over half under 32 years of age. They were evenly distributed in

birth position among oldest, middle, and youngest (28 percent in each category) with 16 percent occupying other birth positions. Forty three percent of the respondent's fathers versus 29 percent of the respondent's mothers had at least a college degree or higher. Nearly half (46%) of the respondent's fathers were employed in a medical or professional field such as teaching while the other half were in the military or worked in a trade such as carpentry or sales. Only one father was a nurse. On the other hand, one third of the respondent's mothers were nurses, one third were housewives, one fifth were employed as secretaries or in the trades. Only 7 of the mothers were employed in other professions which included teaching, accountant, or physician.

Three fourths (77.2%) of the respondents were white and about three fourths (77.5%) had obtained at least a baccalaureate degree. Eighty four percent felt at least somewhat to very positive about their educational experience. Though the average age of the respondents when they became nurses was 24, over one third (36%) of the men were over 25 years of age when they became licensed. About two thirds (68.4%) had been practicing for 10 years or less while 10 (17.9%) had held other jobs before becoming nurses but it was not clear whether these jobs were held in other professions or were part time jobs held in college.

Over half (54.4%) of the men held staff nursing positions while 3.5 percent held administrative posts. Three were retired and 6 (10.5%) were no longer in the practice of nursing. Two thirds (68%) had been in their position 3 years or less and close to three fourths (74%) worked full time as nurses. When asked if they had ever thought of leaving nursing, almost half (47.3%) indicated they had at least often entertained such ideas. Another one third (38.6%) had though of leaving at least occasionally while only 12.3 percent said they had never thought about leaving nursing. In response to a measure of career commitment, two thirds of the men stated they would work even if they did not need the money.

One interesting result was related to who influenced them to become nurses. One fourth (25%) indicated that they had decided on their own, another fourth (28.7%) stated that a female figure had influenced them, while over a third (35.7%) stated a male figure had influenced their decision. Vocational counseling as an influence accounted for only 8.9 percent of the responses. Sixty one percent indicated that nursing had realistically met their expectations while 20 percent said it was worse; 14 percent stated it was better than they had expected, and four refused to answer.

The average yearly salary for a man in this sample was approximately $28,000 but the range for full time work extended

from $16,000 to over $51,000. About two thirds of the men (68.5%) were married and of those, three out of four had at least one child. Two thirds of the respondent's wives were nurses with the rest being employed as secretaries, sales personnel, and in other jobs. Only one of the wives was not employed outside the home.

When asked if they had been identified as special in any way when they were children, not quite a third (29.6%) said "yes" while over two thirds said "no". Of the third who said yes, only three indicated that they were relationship oriented such as sensitive, patient, or compassionate.

Finally, when asked if nursing as a career had met their overall needs, over half (53.7%) said it had for the most part, 29.6 percent were not sure, and 16.7 percent said nursing as a career had not met their needs at all.

Psychometrics of the Scales

The six scales were analyzed for internal reliability using Cronhach's alpha. The original overall total scale was comprised of 57 items with the six scales being comprised of eight to 13 items. The power (PW) scale was comprised of 13 items, and the money (MN) scale contained 12 items. The prestige (PS), relationships with peers (RP), relationships with clients (RC), and the relationships in general (RG) scales each had eight items. After reviewing each item for content and considering the internal

reliability of the six scales, a number of items were dropped before analysis of the data continued. The PW scale was reduced from 13 to six items with a final alpha of 0.88. The MN scale of 12 items was refined to nine items with a resulting alpha of 0.91. The PS and RP scales retained the eight original items with alphas of 0.86 and 0.74 respectively. After review, the RC scale was reduced from eight items to six items with a resulting alpha of 0.84. One of the eight original items was dropped from the RG scale which resulted in an alpha of 0.79. See Tables one through six for a listing of original and retained items contained in the six scales, PW, MN, PS, RP, RC, and RG.

Insert Tables 1 thru 6 about here

Because of the small number of responses (n=57) and large number of variables (57 Total Scale items), a factor analysis using all individual items produced an ill conditioned matrix and was not stable. However, using the six scales as variables in the factor analysis procedure gave a marginally acceptable subjects-to-variable ratio for the analysis. The rotated factor matrix provided support for the six scales measuring two distinctly different concepts: Relationship and nonrelationship components. PW, MN, and PS loaded onto factor two and RP, RC, and

RG loaded onto factor one. See table seven for the factor loadings. PW and RP loaded heavier than expected on the respective opposite factors. This suggests that these two scales need further revision and purification.

Insert Table 7 about here

Importance of Relationship Versus Nonrelationship Oriented Items

Overall, there was support for the hypothesis that men in the nontraditional career of nursing would rate relationship oriented items higher in importance in their career than nonrelationship oriented items [$t(55)=7.83$, $p<.01$]. The hypothesis was also substantiated when the individual scales measuring the importance of power, money, prestige, relationships with peers, relationships with clients, and general relationship oriented items were compared with each other. See table eight for a summary of the analysis.

Insert Table 8 about here

When the scales were compared from the career and job instructional sets, there was minimal support for the suggestion that men viewed job and career differently. Though the overall

test of all items with the career instructional set versus the items with the job instructional set was significant [$t(47)=2.08$, $p=0.043$], when the individual scales were compared with each other, there was little support for men viewing career and job differently. See table nine for a summary of the analysis.

Insert Table 9 about here

Correlation of Individual Scales with Demographic Data

When the demographic data were correlated with the scales, PW, MN, PS, RP, RC, and RG, no greater number of significant results surfaced than would be expected by chance. The only patterns to emerge were negative though not significant relationships between income and the relationship oriented subscales RP, RC, and RG. Nonsignificant negative relationships also existed between both age and father's education and the six scales.

Qualitative Analysis of the Open-ended Questions

There were seven questions throughout the questionnaire in which the respondent was asked for a written response describing his experience with and reactions to the career of nursing. Most respondents answered and a number of themes did emerge. Since there were unequal numbers of responses by each respondent,

frequencies and percentages on the qualitative data will add to more than the sample size of 57 and in some cases the percentages will sum to greater than 100 percent.

In an attempt to determine if respondents would freely identify relationship oriented dimensions as important components of their career, the first question asked for one or two things the respondent wanted from a career. Fifty five of the 57 responded. Most wanted personal satisfaction (46%), job satisfaction (42%), adequate salary and benefits (40%), and job security (36%). Fewer were interested in helping others (20%) or independence and autonomy (20%). Potential for advancement, increased knowledge, and respect were briefly mentioned.

The next question asked what the respondent liked about nursing. Out of the 54 who responded, 42 (78%) mentioned helping others, while only 14 (25.5%) stated they liked the peer interaction, 11 (20%) said they liked to be recognized for their knowledge and expertise, and 10 (18.5%) indicated they liked the challenge and job security. Other items they liked mentioned were the diversity of nursing, ability to make money, opportunities opened by a nursing education, and flexible work schedules.

Fifty five out of the 57 men answered the question, what do you not like about nursing. There was much less agreement on this point. Seventeen (31%) said they did not like the physician nurse

interaction while 16 (29%) indicated a dislike for the hard work and long hours. Thirteen (24%) did not like the stigma of being a man in a woman's profession. Twenty two percent (12) felt unappreciated by patients, peers, and the public, while 20% (11) mentioned they had received little support and poor leadership from nursing administration. Only 10 (18%) complained about the money they made. Seven (13%) mentioned they did not like feeling helpless when working with sick patients while six (11%) felt there was too much pettiness and backbiting in the profession. Other dislikes mentioned were few chances for advancement, minimal independence, poor nursing leadership, staffing and scheduling inconveniences, high burnout, inadequate continuing education opportunities, and the unclear definition of nursing practice.

When asked why they chose nursing, 54 men responded in 6 primary categories. Almost half (48%) said they wanted to work with people, about one third (31.5%) indicated job security and availability drew them to nursing, one fourth (26%) said they thought it provided a good income, and one fifth (19%) said it was a stepping stone to something else. Other reasons for choosing nursing mentioned were prior experience, quickly obtainable license, and the challenge. One respondent was not sure why he had chosen nursing and another thought he had made a mistake.

The fifth question asked the men about their career plans. Of the 53 who responded, over half (55%) indicated they would continue in their present job or seek advanced degrees in nursing while 16 (30%) said they wanted to quit and seek employment in other fields such as dentistry, public health, medicine, writing, and real estate. Seven (13%) were not sure if they wanted to stay in nursing but did want to pursue an advanced education in business or administration. A few were not sure of what they were doing to do but viewed nursing as a useful back-up job.

The last two open-ended questions asked what advice the respondents would give other men who were considering nursing as a career. The first question asked what advice the respondents would give to young men in high school. Out of the 55 men who responded to both questions, close to one third (34%) suggested getting experience as a nurses aid or at least talking to a man who was already in nursing. Over two thirds (69%) suggested that a young man in high school should consider nursing, but not without reservations. Suggestions of aspects to be aware of as they looked into a career in nursing included realizing it was a women's world, getting a baccalaureate or higher degree in nursing, specializing, doing it for the people not the money, or using it as a stepping stone to something else. Two respondents suggested a two-year nursing degree to try it out first, three

people said go into a business career, and two advised against nursing as employment altogether.

The final question asked what their advice would be to a man already in nursing school. Again, most (84%) said to stay with nursing but identified similar reservations as those listed above such as viewing the career of nursing as a stepping stone, getting a baccalaureate degree, specializing, and talking to other men in nursing to see what they have enjoyed. Only 10 (18%) suggested considering other alternatives. Seven (13%) warned that if they stayed in nursing, they would have to accept women having the advantage and men being the minority--could they handle that? One respondent closed with "God bless you."

DISCUSSION

The pilot study was useful in describing the sample of men employed in the nontraditional occupation of nursing. It also provided insight into the research questions involving scale refinement, career and job differences, importance of relationship oriented components of a career, and identifying themes emerging from analysis of open-ended questions. The internal reliability of the six scales, PW, MN, PS, RP, RC, and RG was determined to be within acceptable boundaries. The factor analysis indicated there were two distinct concepts being measured by the scales. However, two of the scales correlated more heavily than expected with the

opposing factor. The PW scale and RP scale need further refining. It is apparent that power is a complex and diverse concept. The respondents seemed to have viewed power as containing relationship and nonrelationship oriented components. This suggestion is further supported by French and Raven's (1960) conceptualization of the components of power. They posited that power has several facets which include relationship oriented factors such as the ability to reward, the ability to coerce, and being an expert. In order to clarify this issue, the items on the subscale would need to distinguish more clearly that the type of power the investigator is measuring is less related to relationships with people than it relates to power over nonrelationship oriented concepts.

The RP scale also needs clarification. It is possible that in a career or job most people are concerned with how they relate to their coworkers; men in nontraditional work are not unique in their emphasis of this area. The scale needs to reflect more accurately the unique components of nontraditionally employed men's relationships with their coworkers. Comparing nontraditionally employed men to their female coworkers and to men in traditional work will be useful in clarifying this issue.

There was support for the hypothesis that men in the nontraditional employment of nursing found relationship oriented

components of their career more important than the nonrelationship oriented factors. The finding lends support to the ideas posited by Marks (1980) and Mannina (1963) that men occupy nontraditional employment positions because they want to develop the relational aspects of their personalities and jobs. In a more general finding, Bush (1976) determined that men in the nontraditional role of nursing wanted to work with people. The results of this pilot study provide the clearer, more specific result of men stating they find relationships in general and with clients and peers in particular, significantly more important than the components of their job that focus on money, power, or prestige. This provides a small but important link in understanding why men pursue work in nontraditional areas even though many have predicted this type of employment would cause psychosocial discomfort (Kanter, 1977; Northcroft and Martin, 1982; Fleishmen and Marwell, 1978). An important focus for further study would be determining if men who were satisfied with nursing would find different elements of their career important than would men who were unsatisfied with their career as a nurse. It would also be interesting to determine if men in 'people oriented' traditional male jobs such as law and medicine would choose relationship or nonrelationship items as the most important components of their careers.

Little support existed for the suggestion that respondents viewed their career and job differently. Though some slight differences did exist, they were minimal. One problem present in the testing of this question was the ordering of the sections of the questionnaire. All of the respondents were asked to fill out the career focused set of items first and the job related items second. It would have been more useful to reverse the order for half of the respondents. This would eliminate any confounding produced by an ordering effect. The investigator suspects that adding this control would eliminate any slight differences encountered between perceptions of job and career.

No themes or patterns emerged in the relationships between the demographic data and the six subscales. In future studies involving comparisons of men in nontraditional work groups, it will be appropriate to continue this guest. Without group controls or comparisons, trends are not readily apparent.

The open-ended questions yielded a number of interesting and surprising patterns. When the questions about what was important in a career were general, the respondents indicated that job security, job satisfaction, and adequate salary were quite important to them, which is similar to findings in job satisfaction studies (Gutek, 1980; Staw and Ross, 1985; Iaffaldano and Muchinsky, 1985). However, when asked specifically about what

was important in a career in nursing, an overwhelming majority indicated helping others was a very important component of their careers. This would suggest that men in nontraditional jobs want what most people seek from a career--satisfaction, security, adequate finances--but also want too obtain those things in a relationship oriented environment. In further support, the patterns on the subscales indicated the respondents were interested in power, money, and prestige, but not quite to the extent they were in the relational aspects of their career. A direction of further study would be to attempt to partition out the unique component involved in men pursuing nontraditional work. What exactly is the nature of the important elements existent in a nontraditional career for men, above and beyond the basic importance of satisfaction, security, and adequate finances?

The idea of men in nontraditional work wanting something above and beyond job and career satisfaction was also supported by responses to the inquiry about why the respondents chose nursing as a career. While almost half said it was to help others, a substantial number indicated job security, job availability, and income were factors they considered when choosing to become a nurse. Again a relationship oriented components of a career were deemed important but not to the exclusion of more general desires such as job security and income.

Another interesting point to note was the number of men who were considering leaving nursing. Schreiber (1979) and Jacobs (1985) have suggested that people do not stay in nontraditional employment, rather they seek to reduce their psychological discomfort by returning to an occupation that is considered to be gender appropriate. In this sample of men about half indicated any interest in leaving nursing while less than one third said they wanted to quit and identified alternative careers. A substantial majority of the respondents also indicated they would encourage other men to thoughtfully consider nursing as a career. Looking at these responses, it would seem that the majority of men in this study were essentially satisfied with their career choice. Further studies comparing these findings with other groups of nontraditionally employed men, their female peers, and traditionally employed men will be of interest.

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Table 1. Power (PW) Scale^

	Individual items	Item-total correlations
	3. seen as having influence	
	19. being able to get other's the resources they need to do their work	
	20. other people seek you out for your knowledge	
+	21. evaluating others work	.73
+	22. being viewed by administration as being a resource of knowledge	.63
	25. free to make own decisions	
+	26. have an impact on other's promotions	.71
+	29. achieving goals through other's efforts	.52
	32. being viewed as a credible person	
	34. leading out in critical situations	
	35. able to solve work problems for others	
+	47. coordinating groups of people	.73
+	56. directing other's activities	.78

^ Each item is answered on a 5-point scale, from very important (5) to not at all important (1).

+ Retained items.

Original scale alpha 0.86

Refined scale alpha 0.88

Table 2. Money (MN) Scale^

	Individual items	Item-total correlations
+	7. ability to buy anything you want	.68
+	8. enough salary to support any type of leisure activity	.71
	23. develop a retirement fund	
+	24. amount of future salary increases	.78
+	28. ability to have financial freedom	.70
+	31. fringe benefits	.70
	39. being viewed by others a making a lot of money	
+	43. work bounces	.71
+	49. able to have a growing savings account	.71
+	53. ability to develop an investment portfolio	.69
	55. salary as a factor that keeps you in your career	
+	57. be able to travel extensively on vacations	.69

^ Each item is answered on a 5-point scale, from very important (5) to not at all important (1).

\+ Retained items.

Original scale alpha 0.91

Refined scale alpha 0.91

Table 3. Prestige (PS) Scale^

Individual items	Item-total correlations
+ 11. obtain recognition by the administration	.55
+ 14. having a high position	.74
+ 18. expertise in work area allows you special privileges in non work areas	.46
+ 30. title or rank is known	.64
+ 33. there is high competition for your job	.62
+ 42. others thinking you have a good job	.54
+ 45. limited number of people with abilities like yours	.63
+ 46. your position is viewed as a desirable one	.63

^ Each item is answered on a 5-point scale, from very important (5) to not at all important (1).

+ All items from original scale were retained.

Original scale alpha 0.86

Table 4. Relationships with Peers Scale (RP)^

Individual items	Item-total correlations
+ 5. developing emotionally intimate relationships at work	.34
+ 9. making friends in the work setting	.36
+ 13. sensitive to needs of peers	.48
+ 16. planning work strategies with peer groups	.33
+ 17. peers showing a personal interest	.59
+ 40. being a source of emotional support for peers	.41
+ 41. warm and friendly peers	.44
+ 50. emotionally supportive supervisors	.52

^ Each item is answered on a 5-point scale, from very important (5) to not at all important (1).

+ All items from the original scale were retained.

Original scale alpha 0.74

Table 5. Relationships with Clients Scale^

	Individual items	Item-total correlations
	2. providing care for the clients	
	4. talking wit clients	
+	6. available to discuss client's personal issues with them	.67
+	36. sensitive to client's needs	.48
+	44. giving emotional care	.60
+	48. interaction with client's family members	.57
+	52. helping clients solve problems	.70
+	54. being perceived as a source of nurturance for clients	.77

^ Each item is answered on a 5-point scale, from very important (5) to not at all important (1).

\+ Retained items.

Original scale alpha 0.82

Refined scale alpha 0.84

Table 6. Relationships in General Scale^

	Individual items	Item-total correlations
+	1. being responsive to other's needs	.36
+	10. being able to be relationship oriented	.65
+	12. warm and friendly atmosphere	.43
	15. concerned about how others view me	
+	27. able to be sensitive to others	.67
+	37. showing empathy for others	.60
+	38. being comfortable with intimate relationships	.56
+	51. able to self disclose	.50

^ Each item is answered on a 5-point scale, from very important (5) to not at all important (1).

\+ Retained items.

Original scale alpha 0.74

Refined scale alpha 0.79

Table 7. Factor Loadings of the Six Scales

Scales	I	II
Power (PW)	0.47502	0.65612
Money (MN)	-0.11000	0.69883
Prestige (PS)	0.07902	0.91019
Relationships with Peers (RP)	0.77739	0.33680
Relationships with Clients (RC)	0.85757	-0.12041
Relationships in General (RG)	0.91993	0.01161

Table 8. Difference in Importance of Relationship Versus Nonrelationship Scales

	Power (PW)	Money (MN)	Prestige (PS)	PW + MN + PS
Relationships with Peers (RP)	-5.87**	-2.46*	-5.94**	
Relationships with Clients (RC)	-7.37**	-3.90**	-6.15**	
Relationships in General (RG)	-8.89**	-5.24**	-8.16**	
RP + RC + RG				-7.83**

n=56; 2-tailed t-values shown

** $p < .01$

* $p < .05$

Table 9. Differences Between Career and Job Scales

Career Scales	Job Scales	t
Power (PW)	Power (PW)	1.3
Money (MN)	Money (MN)	1.76
Prestige (PS)	Prestige (PS)	1.74
Relationships with Peers (RP)	Relationships with Peers (RP)	1.23
Relationships with Clients (RC)	Relationships with Clients (RC)	.49
Relationships with General (RG)	Relationships with General (RG)	2.41*
PW + MN + PS	PW + MN + PS	1.88
RP + RC + RG	RP + RC + RG	1.77
All Items	All Items	2.08*

N=47; 2-tailed t-values shown

* $p < .05$